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Message Text

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ACTION EUR-25

INFO OCT-01 ISO-00 PM-07 COME-00 DRC-01 RSC-01 OC-06 CCO-00

EURE-00 /041 W
---------- 115204
P R 301501Z APR 74
FM USMISSION NATO
TO SECSTATE WASHDC PRIORITY 5426
SECDEF WASHDC PRIORITY
INFO OFFICE OF PREPAREDNESS-GSA WASHDC
USNMR SHAPE
USLOSACLANT
CINCLANT
USDELMC BRUSSELS
USCINCEUR

S E C R E T USNATO 2340

E.O. 11652: GDS 12/31/82
TAGS/ PARM, NATO
SUBJ: INTERNATIONAL STAFF REPORT ON HILEX/6

REF: A. USNATO 1691; B. USNATO 1948

MISSION REQUESTS AUTHORITY TO SUBMIT COMMENTS LISTED BELOW TO INTERNATIONAL STAFF FOR CONSIDERATION BY THE COUNCIL OPERATIONS AND EXERCISE COMMITTEE IN DRAFTING REPORT TO DPC ON HILEX-6. COMMENTS DRAW ON REFS AND AND B IN WHICH MISSION ADDRESSED THE EXERCISE AND THE NATO ALERT SYSTEM. ACTION REQUESTED: GUIDANCE BY COB MAY 2. BEGIN TEXT:

1. THE PLANNING AND PREPARATION FOR HILEX-6 WAS CARRIED OUT IN A PROFESSIONAL MANNER AND THE SUCCESS OF THE EXERCISE WAS LARGELY DUE TO THOROUGH GROUNDWORK BY THE IS. THE SCENARIO WAS WELL DESIGNED AND REASONABLY REALISTIC. FURTHER, THE EXERCISE PLAY LED TO SOME HARD DECISIONS, ESPECIALLY ON THE PART OF THE MNC'S.

2. HILEX/6 WAS ALSO VALUABLE IN TESTING THE CONSULTATIVE AND
SECRET

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COLLECTIVE DECISION-MAKING PROCESSES. EXERCISE ARTIFICIALITIES DID LIMIT THIS TO SOME EXTENT, BUT WE WERE ABLE TO SEE WHAT PROBLEMS THE DPC WOULD FACE IN ATTEMPTING TO CONCENTRATE ON THE SUBSTANTIVE ISSUES AT HAND. IT WAS OBVIOUS THAT THE DPC WAS SO

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INVOLVED IN RESPONDING THE MNCS' REQUESTS THAT LITTLE OPPORTUNITY EXISTED FOR PERM REPS INDIVIDUALLY OR THE DPC COLLECTIVELY TO STUDY THE DEVELOPING SITUATION AND MAKE APPROPRIATE RECOMMENDATIONS TO CAPITALS.

3. THE SINGLE, MOST SIGNIFICANT CRISIS MANAGEMENT PROBLEM BRUGHT TO LIGHT WAS THE COMPLEX NATURE OF THE NATO ALERT SYSTEM. WE SEE TWO ASPECTS OF THIS PROBLEM:

A. THE SYSTEM IS TOO COMPLICATED AND MAY ACTUALLY HINDER MNC'S EFFORTS TO EFFECT A TIMELY, COORDINATED IMPROVEMENT OF THEIR MILITARY POSTURE.

B. THE PERM REPS WERE SO INUNDATED BY SHEER NUMBERS OF MEASURES DURING HILEX-6 THAT IT WAS DIFFICULT TO FOCUS ON LARGER POLITICO/MILITARY ISSUES. THIS PREVENTS THE DPC FROM PERFORMING ITS ESSENTIAL ROLE OF FORMULATING A BROAD STRATEGIC APPRAISAL AND GIVING GENERAL GUIDANCE ON BEHALF OF ALLIED GOVTS TO MILITARY AUTHORITIES.

4. IN A REAL CIRSI, OPTIMUM USE OF POLITICAL WARNING TIME MAY BE CRITICAL. THE PRESENT ALERT SYSTEM IS TOO SLOW-MOVING AND WHEN LOOKED AT IN COMBINATION WITH OTHER PROBLEMS AREAS SUCH AS MAL-DEPLOYMENT AND TACTICAL AIR COMMAND AND CONTROL, APPEARS UNACCEPTABLE. CHANGES MUST BE MADE.

5. THE UNITED STATES SHOULD INVITE THE MILITARY COMMITTEE TO RECOMMEND STEPS TO SIMPLIFY THE NATO ALERT SYSTEM SO THAT MNCS' ALERT MEASURES WILL BE LIMITED TO THOSE DIRECTLY RELATING TO THE IMPROVEMENT OF MILITARY READINESS. THIS WOULD SERVE THE DUAL PURPOSE OF REDUCING THE NUMBER OF MEASRES TO A MORE MANAGE-ABLE NUMBER AND HELP TOWARD THE GOAL OF BRINGING ONLY SIGNIFICANT ISSUES BEFORE THE DPC.

B. THE DPC SHOULD RECONSIDER AND FURTHER DEFINE ITS ROLE IN THE ALERT PROCESS SO AS TO ASSURE THAT IT PARTICIPATES IN IMPORTANT DECISIONS WITHOUT BECOMING OVERHWELMED IN MATTERS OF

DETAIL AND MINOR IMPORTANCE.

C. AN ATTEMPT TO COMPLETELY OVERHAUL THE SYSTEM IN ONE STEP MAY BE COUNTER-PRODUCTIVE. THEREFORE, THE MNCS ALERT SYSTEM (S1/72) SHOULD BE PROGRESSIVELY REVISED FOLLOWING EXERCISES SUCH THAT ONLY A FEW MEASURES AT A TIME ARE AFFECTED. THIS WOULD BE A CONTINUING PROCESS WITH REVISIONS TO MEASURES EVALUATED ON A STEP-BY-STEP BASIS.

D. THE MNCS REVISED ALERT SYSTEM (S1/72) SHOULD BE EVALUATED IN AN APPROPRIATE EXERCISE INVOLVING EXTENSIVE PLAY OF THE ALERT SYSTEM. WINTEX 75 MIGHT BE APPROPRIATE IN THIS REGARD.

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E. FOLLOWING THE EXERCISE, THE REVISIONS WOULD BE
FORMALIZED, TAKING INTO ACCOUNT THE EXPERIENCE GAINED.
FURTHER REVISIONS TO S1/72 WOULD THEN BE UNDERTAKEN, AGAIN
TO BE EVALUATED IN AN APPROPRIATE EXERCISE.

6. CONSIDERING THE COMPLEX AND DETAILED NATURE OF THE ALERT
SYSTEM, THE COMMITTEE ON THE IMPLEMENTATION OF THE NATO ALERT
SYSTEM (AC/290) PROVIDED A VALUABLE SERVICE. THE COMMITTEE'S
WORK MIGHT BE BROADENED TO INCLUDE OTHER CRISIS MANAGEMENT
ASPECTS, SUCH AS MONITORING OPERATION PLANS AND RULES OF
ENGAGEMENT. WE FEEL TEMS OF REFERENCE SHOULD NOW BE DRAFTED,
BASED ON THE HILEX/6 EXPERIENCE, AND THE COMMITTEE SHOULD BE
FORMALIZED.

7. THE CRISIS MANAGEMENT PROCESS WAS HINDERED BY SLOW HANDLING
OF THE GREAT VOLUME OF DOCUMENTS AND MESSAGES IN THE NATO HQ REPRO-
DUCTION AND DISTRIBUTION CENTER. THIS PROBLEM IS NOT NEW AND HAS BEEN
IDENTIFIED IN PREVIOUS EXERCISES. IF POSSIBLE, NATO STAFFS, MNCS
AND NATIONS SHOULD REDUCE THE VOLUME BY CONSOLIDATING AND SIFTING OUT
THE LESS ESSENTIAL METERIAL; AN EFFECTIVE MINIMIZE WOULD HELP
IN THIS REGARD. WE SHOULD HAVE A MORE MODERN DELIVERY SERVICE WITHIN
NATO HQ. THE PROGRAMMED PNEUMATIC TUBE SYSTEM WILL HELP BUT A SECURE
TELETYPE SYSTEM MAY BE NECESSARY. FINALLY, NATO SHOULD FIND A WAY TO
ALLEVIATE THE ADMINISTRATIVE BURDEN ASSOCIATED WITH THE HANDLING OF
NATO SECRET MATERIAL. FINALLY, OVERCLASSIFICATION IS A CONTINUING
PROBLEM AND SHOULD BE ADDRESSED BY THE DPC IN THE HILEX/6 REPORT.
MCAULIFFE

SECRET

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Message Attributes

Automatic Decaptioning: X
Capture Date: 11 JUN 1999
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: n/a
Control Number: n/a
Copy: SINGLE
Draft Date: 30 APR 1974
Decaption Date: 01 JAN 1960
Decaption Note:
Disposition Action: RELEASED
Disposition Approved on Date:
Disposition Authority: golinofr
Disposition Case Number: n/a
Disposition Comment: 25 YEAR REVIEW
Disposition Date: 28 MAY 2004
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1974USNATO02340
Document Source: ADS
Document Unique ID: 00
Drafter: n/a
Enclosure: n/a
Executive Order: 11652 GDS 12/31/82
Errors: n/a
Film Number: n/a
From: USNATO
Handling Restrictions: n/a
Image Path:
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Legacy Key: link1974/newtext/t19740484/dcmdgaai.tel
Line Count: 137
Locator: TEXT ON-LINE
Office: n/a
Original Classification: SECRET
Original Handling Restrictions: n/a
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 3
Previous Channel Indicators:
Previous Classification: SECRET
Previous Handling Restrictions: n/a
Reference: 1974 USNATO 1691, 1974 USNATO 1948
Review Action: RELEASED, APPROVED
Review Authority: golinofr
Review Comment: n/a
Review Content Flags:
Review Date: 01 APR 2002
Review Event:
Review Exemptions: n/a
Review History: RELEASED <01 APR 2002 by boyleja>; APPROVED <11 JUN 2002 by golinofr>
Review Markings:

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US Department of State
EO Systematic Review
30 JUN 2005

Review Media Identifier:
Review Referrals: n/a
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
Secure: OPEN
Status: <DBA CORRECTED> jms 19990816; <DBA CORRECTED> jms 19990818
Subject: INTERNATIONAL STAFF REPORT ON HILEX/6
TAGS: PARM, NATO
To: STATE
SECDEF INFO OFFICE OF PREPAREDNESS-GSA
USNMR SHAPE
USLOSACLANT
CINCLANT
BRUSSELS
USCINCEUR

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Declassified/Released US Department of State EO Systematic Review 30 JUN 2005

Type: TE
Markings: Declassified/Released US Department of State EO Systematic Review 30 JUN 2005

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